

# BOOK REVIEWS

CALIFORNIA MEDICINE does not review all books sent to it by the publishers. A list of new books received is carried in the Advertising Section.

**ORGANIZATION AND ADMINISTRATION OF HEALTH CARE—Theory, Practice, Environment**—Richard L. Durbin, A.B., M.B.A., M.P.A., Administrator, Temple University Hospital; Associate Professor, Temple University School of Business, Philadelphia; and W. Herbert Springall, A.B., M.P.H., Associate Administrator, Temple University Hospital; Assistant Professor of Hospital Administration and Chairman, Department of Health Care Management, Temple University College of Allied Health Professions, Philadelphia. The C. V. Mosby Company, 3207 Washington Boulevard, St. Louis, Mo. (63103), 1969. 248 pages, 51 illustrations, \$9.85.

This book will be of interest to those concerned with the administration and management of hospitals and university medical centers. It will also be of value to health planners and physicians with major staff responsibilities in hospitals and medical centers. Many, however, will find much to view critically.

The book has five sections: "Spectrum of Administration," "Environment and Organization," "Resources and Application," "Implementation," and "Projection." The most interesting are the chapters on hospital organization and reorganization in the section "Environment and Organization" and the chapter on systems in "Resources and Application."

The authors develop their concepts regarding the use of resources through the systems approach, and making these resources available to program managers. The resource elements include the patient care system (nursing, social service, operating room, intensive care, emergency rooms and others); professional service department system (pharmacy, laboratories, x-ray, physical therapy, anesthesiology and others); logistics system (this system includes purchasing, storeroom, laundry, dietary, central supply); business and finance system (this includes business office, accounts payable, accounts receivable, payroll, gift shop); quality control system (systems and procedures, information desk, switchboard, medical records, duplicating, admitting, mail room); environmental services system (housekeeping, physical plant, transportation); security and medical legal system (security, medico-legal) and personnel and education system (personnel, in-service training, training and retraining and contracts). The hospital administrator is ultimately responsible for placing these resources at the service of the program managers. It is the program manager's responsibility to utilize the various program elements to meet the needs of the patient. In addition to this approach to resource allocation and organization, the authors are strong advocates of decentralization of decision making. The program managers are given more authority and responsibility under this form of organization. They are also held accountable for their actions.

The chapter on "Programs" is not as clear or stimulating as that on "Systems." Chapters on "Nursing" and

"Quality Control" should be of interest to nursing staff, as well as hospital management and medical staff. Some of the other sections are overly simple or tedious in reiterating accepted concepts.

The final chapter, "Beyond Traditional Patterns," includes some interesting ideas, such as hospital service corporations, but it is disappointing in that it does not deal broadly with the problems of health care organization.

In summary, this is an interesting, stimulating, but uneven book by two leaders in the field of hospital and medical center administration. It deals with problems of administration and management in hospitals and university medical centers. It will be of most interest to those directly concerned with administration and management of these institutions.

PHILIP R. LEE, M.D.

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**A TEXTBOOK OF X-RAY DIAGNOSIS**—By British Authors—In Six Volumes—Fourth Edition—Vol. 1—Head and Neck—Edited by S. Cochrane Shanks, C.B.E., M.D., F.R.C.P., F.F.R., Consulting Radiologist, University College Hospital, London; and Peter Kerley, C.V.O., C.B.E., M.D., F.R.C.P., F.F.R., Consulting Radiologist, Westminster Hospital and the National Heart Hospital, London. W. B. Saunders Company, West Washington Square, Philadelphia, Pa. (19105), 1969. 688 pages, \$21.00.

The publication of the 4th edition of this classic textbook by British authors brings the work up to date and renews its value to diagnostic radiologists. To incorporate fresh material developed in the decade since the 3rd edition, the editors have enlarged the book from five volumes to six. The first volume includes the head and neck with sections on the central nervous system, the teeth and jaws, the eye, the paranasal sinuses and the ear and temporal bone.

Except for the chapter on the eye, the book has been extensively re-written. New material has been added on brain scans, ultra-sound, orbital venography and stereotactic surgery. There is an excellent new chapter on the choice of radiological methods in the management of neurological conditions. Disappointingly little has been introduced on subtraction techniques and tomography, particularly on tomography of the temporal bone.

The book suffers considerably from poor detail on some of the reproductions of the radiographs. The point of the illustration is not always easily discernible. However, the book is concise and thorough. Now that it is up to date, it will again be valuable to radiology residents as a comprehensive textbook for study and to practicing radiologists as an authoritative reference.

ROBERT N. BERK, M.D.